

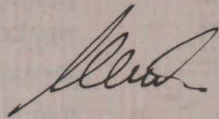
The Passport Office also introduced organizational changes to ensure a more responsive and accountable management structure. Outside the National Capital Region, twenty-one passport offices were organized under three regional directors who have greater administrative responsibility and authority. The success of this organizational change was, in substantial part, due to the development and introduction of improved financial training and reporting systems that were both comprehensive and timely. Work has also commenced on a long-term training plan that focuses on improving the quality of our direct customer service and effective resource management by improving the ability of our employees to carry out their assignments effectively.

For those of us working at the Passport Office, 1990-91 will be remembered as a time when we became an SOA, and a part of the Department's new Consular, Immigration and Passport Affairs Branch. It is to the organization's credit, however, that the more than one and one-quarter million Canadians the

Passport Office served during the year will hardly have noticed the change — except perhaps in better service. At no time during the transition were the essential tasks of the Passport Office disrupted or delayed.

If complaints from the public can provide any indication of quality of service, 1990-91 will also be remembered as a very good year. Only 12 complaints were written to the Secretary of State for External Affairs, senior departmental executives or the Chief Operating Officer. During the same period, 93 written and unsolicited statements of appreciation were received. That ratio of 1 complaint to every 8 compliments is an encouraging indication of the quality of service the Passport Office has been able to provide, and which it will continue to strive to better in the years to come.

In closing, we in the Passport Office look forward to 1991-92 as we continue to pursue improvements on behalf of our clients under the leadership of Robert J. MacPhee, the Chief Operating Officer.



N.C. Wise
Acting Chief Operating Officer